



Committee on Student Fees and Budget Review

UNIT REPORT: CAL PERFORMANCES

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Introduction to the Unit

Cal Performances prides itself on its wide array of world-class performances offered every year. They put on over 100 artistic, musical, and dance performances each year, and more than 60 community and educational events. They are working with faculty to create programs that allow visiting musicians to teach in the classrooms, giving UC Berkeley music students a unique opportunity to learn directly from renowned musicians.

Their operating budget is between \$14 and \$16 million yearly, composed of 45% ticket sales, 25% fundraising events, and the rest through endowments and extra income through the renting out equipment and facilities. They receive \$690,000 from the Student Services Fee.

Compared to similar universities, Cal Performances has the largest budget of all campuses, but receives the lowest subsidy from the campus. Cal Performances receives 10% of their budget from the university, whereas the median is 33%. Overall, Cal Performances is very self-reliant.

Unit Director Meeting Findings

The executive and artistic director, Matias, is very passionate about Cal Performances and strives to maintain a connection to the campus community, especially in student engagement. Each year, they give approximately \$300,000 in free and discounted tickets to students. Although this creates a financial strain on Cal Performances, they feel that it is more important to give students access to these performances rather than to generate the extra income.

The Student Services Fee goes towards employing staff members to support student events, giving students the opportunity to put on professional-grade performances. Cal Performances also manages the rental of Wheeler Hall, commonly used for student performances and events. They also employ over 100 students in all departments. Their Mellon Courses integrate current performances with the classroom, allowing students to work closely with world famous musicians, conductors, and performances, a rare opportunity not granted to students in other universities. Through the programs organized by Cal Performances, students have even had the opportunity to go on tour to

Los Angeles and New York with the conductor Esa-Pekka Salonen. Students are also able to perform on stage with visiting performers who need additional singers or musicians. Cal Performances also oversees SMA, which includes the marching band, student singing groups, musical groups, and other ensembles. They also have a Student Advocates for the Arts division that markets to the student body and increases awareness of upcoming events to encourage greater student attendance at events. Currently, 12-13% of the student body attends such events each year, and Cal Performances is working to double that.

Cal Performances has been severely affected by the Lower Sproul renovations this past year. Many of their audience members are unable to reach Zellerbach Hall due to the difficulty maneuvering the building site, lack of parking, and inaccessibility posed by the construction. This has caused a decrease in ticket sales this season. Additionally, Cal Performances has had to expense the cost of golf carts to shuttle customers to the hall and back.

Cal Performances is projecting a half million dollar deficit this first quarter. In previous years, they have increased fundraising efforts to decrease budget caps, as well as attempting to increase ticket sales and occasionally increasing ticket prices, something they hope they will not continue to have to do.

Compliance with Guidelines

The unit is in compliance with SSF guidelines. SSF funds are used for arts-related programs, all of which are supplementary, and support non-core instructional programs.

Preliminary Recommendations

Cal Performances' services instrumentally benefit students interested in the arts, allowing interested students the opportunity to participate in truly unique experiences. Furthermore, Cal Performances actively engages the general student body with the fine arts. Because Cal Performances is facing an estimated \$500,000 budget deficit in the first quarter, receives very little central university funding, and provides a variety of services to students, funding should be temporarily increased to compensate for lost revenue due to Lower Sproul construction.